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Date: 230378 By: 025

TO: Deputy Director of Central Intelligence  
THRU: Acting Deputy Director (Administration)  
SUBJECT: Personnel Policy in respect to Agency Dealings with Employees.

## 1. PROBLEM

What principles should govern the utilization of Agency services in respect to employee selection, training, processing, placement and therefrom, effective progressive individual utilization or termination.

## 2. ASSUMPTION

- a. That effective personnel administration is no different in principle within this Agency than elsewhere.
- b. That Agency actions which impinge on the individual employee shall flow from established policy, which cannot be multi-lateral.
- c. That here as elsewhere there is obligation to seek efficiency and avoid all needless or duplicating costs.

## 3. FACTS

- a. The substantial contributing or impinging influences on our people which are now outside of personnel jurisdiction here at Headquarters are medical (and psychiatric), psychological and in security processing. In addition, there are some uncontrolled unilateral operating-office encursions into the psychological field. These deal with employees and are contesting and duplicating.\*

(1) The Medical Office at Headquarters now employs five doctors fulltime, six doctors part-time WAK, many consultants, and

\* Psychological or psychiatric aspects of program or project is another matter not dealt with herein.

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six nurses fulltime. One of the fulltime doctors is a psychiatrist. There are three part-time psychiatrists. In addition, there are nine medical technicians, one psychologist, and three medico-administrators on that payroll.

- (a) The basic function of this office is to furnish Agency medical support, including pre-employment physical examination, first aid, periodic physical examination, physical preparation for overseas assignment, general therapeutic guidance, and pre-mission (overseas) medical screening.
  - (b) The only Agency psychiatrists employed are on the Medical Office payroll.
- (2) The psychological assets of the Agency are, with two exceptions, now employed by the Office of Training. (The exceptions are one psychologist on the payroll of the AD/Personnel, and one on the Medical Staff.) OTR employs 25 trained psychologists whose function is:
- (a) to assist instructors
    - 1. in producing systematic, objective and complete reports concerning the work accomplished by students, and concerning personality factors and competence evidenced during the 26\* different courses of instruction, and
    - 2. in evaluating the effectiveness of their own teaching methods;
  - (b) to provide psychological services including intensive testing (assessment) as needed and requested by the Agency components;
- (3) All employees spend a varying but substantial part of their time under OTR training jurisdiction; Phase I of HIC requires three weeks; Phase II of HIC requires five weeks; Phase III of HIC requires 13 weeks; all professional E/D personnel within the DD/P Area take Phase III; all DD/A professional support personnel get Phase I plus three more weeks more of special support training; the professional personnel in the DD/I Area likewise receive six weeks of training.

\* Aside from the Agency Orientation course and various smaller clerical training activities.

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(4) Direct dealings with employees on the part of the Security Office arise from investigative scrutiny and the polygraph testing. This type of testing has made thousands of examinations since starting in 1948, and is now SOP for all EOD's and for PCS to Headquarters from the field.

#### 4. DISCUSSION

- a. All of these foregoing personnel contributory or impinging influences so to speak, are functionally part of the individual's processing in selection, placement, development, or termination. They all affect morale. Each influence is a unilateral technical impingement; each is significant. Each contributes substantially to a sum-total bearing on the person. In effect, to the degree that these influences affect the individual, the Agency's organizational alignment today provides for four "personnel directors". (To say nothing of free-wheeling.)
- b. Commonly today in industry, the medical training and psychological services fall within the jurisdiction of the company Personnel Director, and he is a vice-president.
- c. It is universally true that people - not money nor material, are an organization's greatest asset. Good personnel administration is an art, not a trade.
- d. These personnel contributory offices so to speak, - Medical, Training, and Security are properly viewed as authoritative within themselves as to internal technical method, quantity and quality of product.
- e. The psychiatrist is a doctor first and last. He must be on the Medical Staff for therapeutics; to argue that when so placed he cannot serve his part in a broader function of general agency personnel guidance, is to argue that collaborative activity doesn't or can't exist.
  - (1) By the same token, to argue on the other hand that all these three personnel technical contributions must be subject to day-to-day direct and detailed control from a single Agency fountain-head (under the EUI) is to water down the proper broader functions of each of these Offices.
- f. Utilization of psychological assets within OTR is so close and substantial in training per se, as to constitute practically an integrated whole. The importance of effective teaching and

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courses sharply directed to operational proficiency is an overriding factor in Agency progress and development.

- g. The potential of influence - for good or evil of Security's polygraph and other personnel-security factors are altogether too great to leave unmonitored from an independent personnel viewpoint.

#### 5. CONCLUSION

- a. Psychiatric services within the Agency must base in the Medical Office.
- b. Psychological services should remain as presently attached in OTR and service the whole agency. (Whether the Chief, Medical Staff and AD/Personnel should retain the single psychologist presently so assigned is neither disputed nor affirmed herein.)
- c. The polygraph is better "covered" within Security, for any use.
- d. The employee must not be subjected to sundry uncontrolled or will-o-the-wisp personal pressures or impingements.
- e. The problem is not the organizational placement of these three functions, but rather the Agency's failure to recognize the overriding need for a single-headed Agency responsibility for all impingements on our people.

#### 6. RECOMMENDATION

It is recommended:

- a. That the attached Regulation be approved for publication.
- b. That the Chief, Management Staff chair the appropriate committee(s) to carry out the approved Regulation.

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Chief, Management Staff

1 Attachment

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